



# **Lessons Learned from a recent MN Operation : Lead / Framework Nation Perspective**

**VA HEBRARD**  
*French Defence Staff  
Director of Operations*



**Lessons learned  
from Operation Artémis in**

**1 - FRAMEWORK NATION CONCEPT**

**2 - STRATEGIC HEADQUARTER  
MULTINATIONALISATION3**

**3 - OHQ ACTIVATION PROCESS for RAPID RESPONSE  
OPS**

**1 - FRAMEWORK NATION CONCEPT**

**2 - STRATEGIC HEADQUARTER  
MULTINATIONALISATION<sup>3</sup>**

**3 - OHQ ACTIVATION PROCESS for RAPID RESPONSE  
OPS**

# MAMBA-ARTEMIS - FIRST MILESTONES

## 1/2



- **23 April 2003 :** First MONUC deployment (Uruguayan contingent)
- **7 May 2003 :** Increase of fights between Lendus and UPC
- **12 May 2003 :** France agrees the UNGS request to deploy 1 bat. In Bunia (2 or 3 months).
- **19 May 2003 :** EU Sec Gen & Pol & Sec Com explore the potential for an EU operation **(15 Nations)**
- **30 May 2003 :** UN Resolution 1484
- **03 June 2003 :** Beginning of the communication campaign about the Interim Emergency Military Force operations

**Framework document for EU action in Response to the Crisis in Bunia (15 Nations)**



# MAMBA-ARTEMIS - FIRST MILESTONES

## 2/2



- **04 June 2003 :** MAMBA Initial Order (CPCO). JCSS First landing in Entebbe. First air force missions in Ituri.
- **05 June 2003 :** First special forces (FR) landing in Bunia. CJA document provides strategic guidance direction (15 Nations)
- **08 June 2003 :** EU OPLAN issued by the OpCdr & Framework Nation sent to MS & EUMC
- **09 June 2003 :** EU OPLAN revised by EUMC (15 CHODS)
- **10 June 2003 :** Op Cdr presents OPLAN to PSC (15 Nations) Force generation conference (Paris)
- **11 June 2003 :** OPLAN approved by EU Council (15 Nations)
- OHQ Manning conference (Paris)
- **12 June 2003 :** Operation ARTEMIS is launched

# UN RESOLUTION 1484

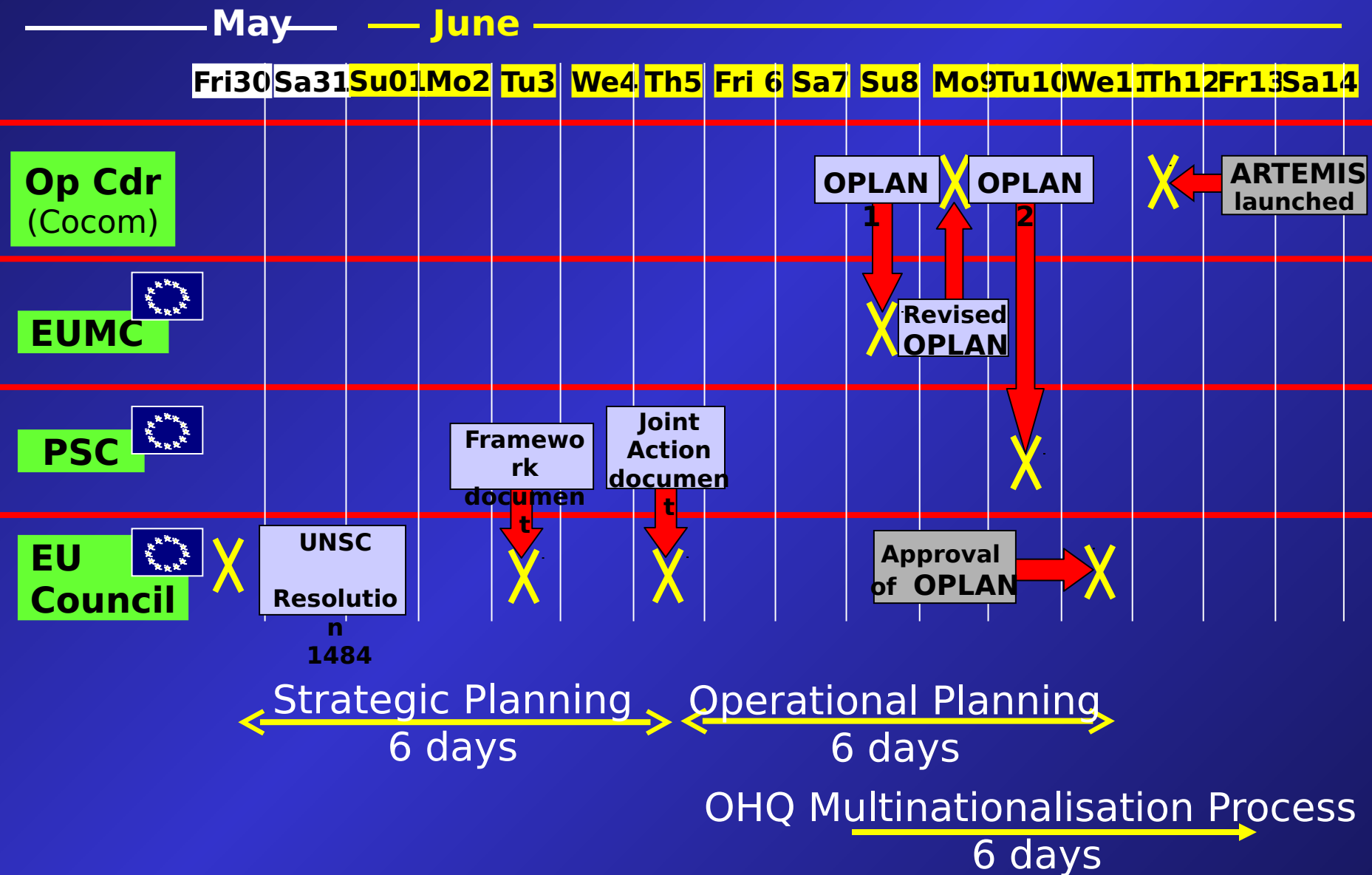
(30 May 2003)



Authorises the deployment of an **Interim Multinational Force** in Bunia  
until **1 September 2003**

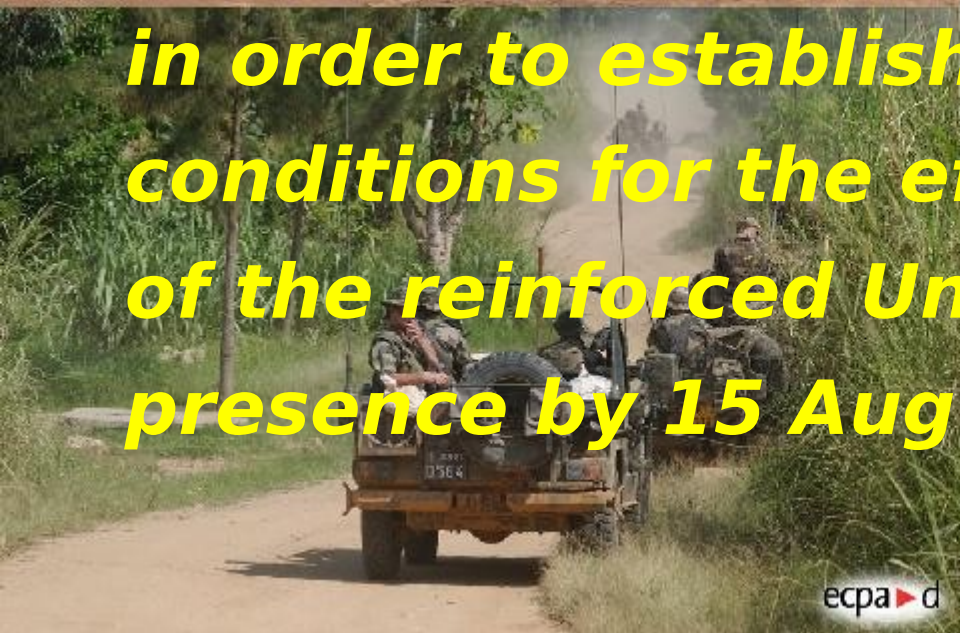
- in **close co-ordination with MONUC**, in particular its contingent  
deployed in the town,
- to **contribute to the stabilisation of the security** conditions  
and the improvement of the humanitarian situation in Bunia
- to **ensure the protection of the airport** and of the camps in Bunia
- and if the situation requires it, to **contribute to the safety**

# ARTEMIS PLANNING PROCESS





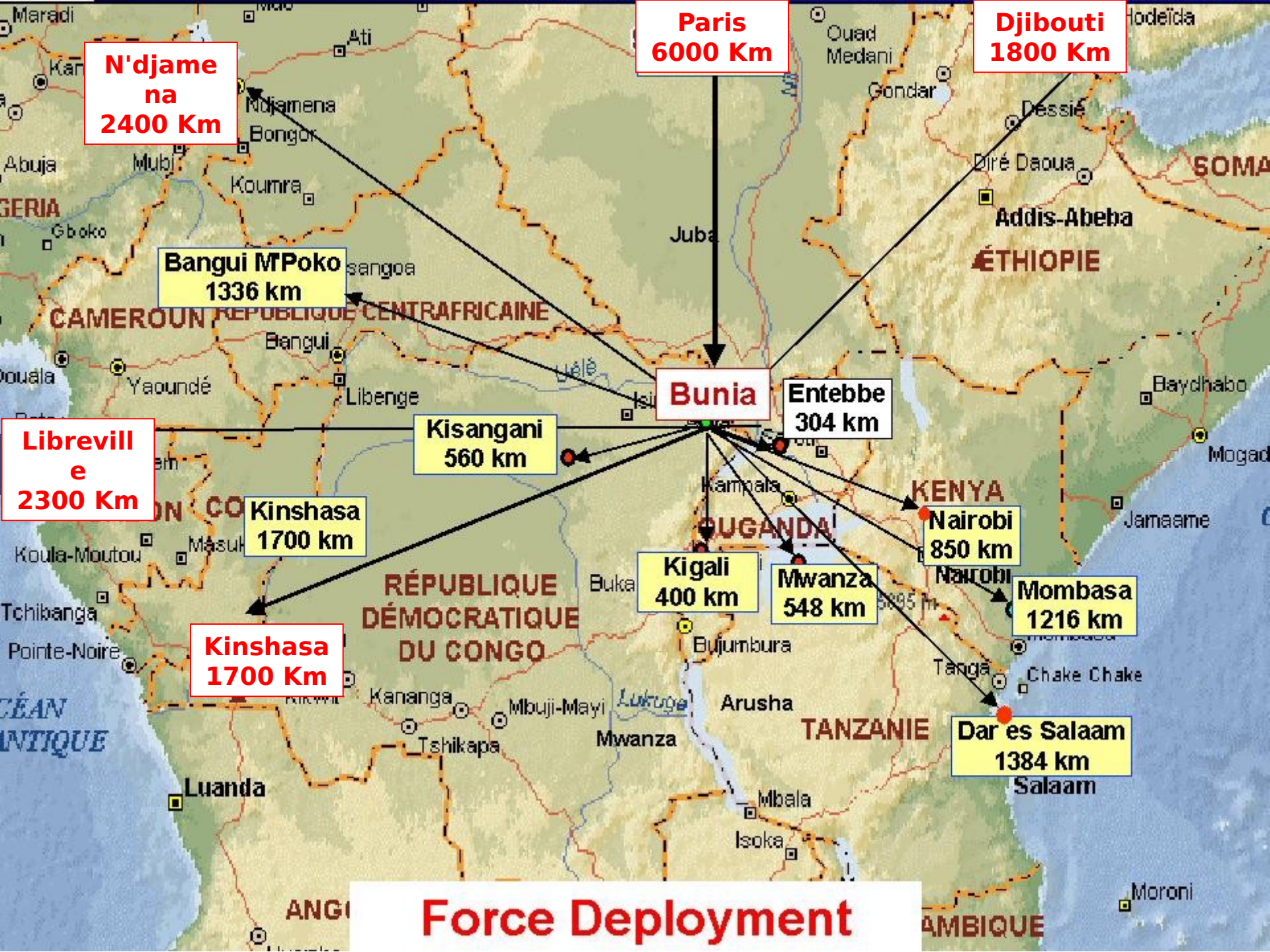
# MISSION STATEMENT



***To deploy rapidly an interim emergency military force to Bunia in accordance with UNSCR 1484***

***in order to establish the local conditions for the effective deployment of the reinforced United Nations presence by 15 August 2003.***





**N'djame  
na  
2400 Km**

**Paris  
6000 Km**

**Djibouti  
1800 Km**

**Bangui M'Poko  
1336 km**

**Librevill  
e  
2300 Km**

**Kisangani  
560 km**

**Kinshasa  
1700 km**

**Kinshasa  
1700 Km**

**Bunia**

**Entebbe  
304 km**

**Kigali  
400 km**

**Mwanza  
548 km**

**Nairobi  
850 km**

**Mombasa  
1216 km**

**Dar es Salaam  
1384 km**

**Force Deployment**



# ENTEBBE





**BUNLA**



## **French Operation MAMBA → EU-led operation ARTEMIS with France as the Framework Nation :**

- ✓ **political control and strategic direction remain essentially multinational**
- ✓ **preliminary planning process is on a national basis**
- ✓ **progressive “planning sharing” at strategic and operational levels with Troops Contributing Nations**
- ✓ **the Framework Nation doesn't really lead but facilitates the different planning processes**



# TRANSITION EUFOR / MONUC ITURI BRIGADE



**“While fulfilling all the military aspects of our mandate and maintaining an armoured Force until the end of the transition, Interim Emergency Military Force (IEMF) will progressively transfer the responsibility for military OPS in BUNIA to Task Force 2 NLT 1 Sept 03, then re-deploy IEMF to ENTEBBE NLT 15 Sept 03 in order to disengage forces out of UGANDA NLT 30 Sept 03”.**



# **TRANSITION from ARTEMIS to TF2.**



**Multinational strategic planning provides good coordination between the different political authorities, UN, EU and National:**

- ➔ enabled a very good transition between the Artemis mission and the Task Force 2's one**
- ▢ TF2 arrived with a strong and robust mandate**
- ▢ ROEs were well harmonised before first commitments of TF2**
- ▢ Artemis' mission termination was right in time as planned from the beginning**



**All coalition's contributors must feel themselves fully involved in the strategic political direction of an operation : the role of the Framework Nation is mainly to facilitate information sharing, to co-ordinate the multinationalisation of the OHQ and to focus on the operational tempo and the performance of the C2 chain from the very beginning of the operation.**

**1 - FRAMEWORK NATION CONCEPT**

**2 - STRATEGIC HEADQUARTER  
MULTINATIONALISATION**

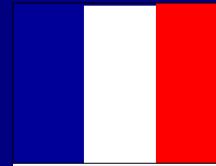
**3 - OHQ ACTIVATION PROCESS for RAPID RESPONSE  
OPS**



**AUSTRIA**



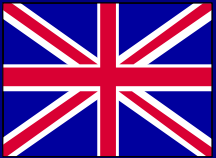
**BELGIUM**



**FRANCE**



**GERMANY**



**UNITED KINGDOM**



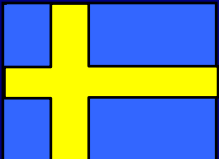
**CANADA**



**CYPRUS**



**GREECE**



**SWEDEN**



**BRAZIL**



**SOUTH  
AFRICA**



**HUNGARY**



**SPAIN**



**NETHERLANDS**



**ITALY**



**IRELAND**

# ARTEMIS C2



*New York*

**UN**

**Brussels**

**PSC**



**CEUMC**



**Pol /  
Strat**

**Pari**

**Op Cdr - OHQ**



**Mil /  
Strat**

*Kinshasa*

**MONUC**

**Entebbe (Main)**

**Bunia  
(Fwd)**

**Force Cdr - FHQ**



**Operatio  
nal**

**Ndjamena  
Libreville  
CAS**

**Entebbe  
Air transport Group  
Joint Support  
CAS - Recce**

**Bunia  
Land TF**

**Tactic  
al**

# MULTINATIONAL CONTRIBUTION



## PSC & EUMC



In  
Belgium

## OHQ



In  
France

## FHQ



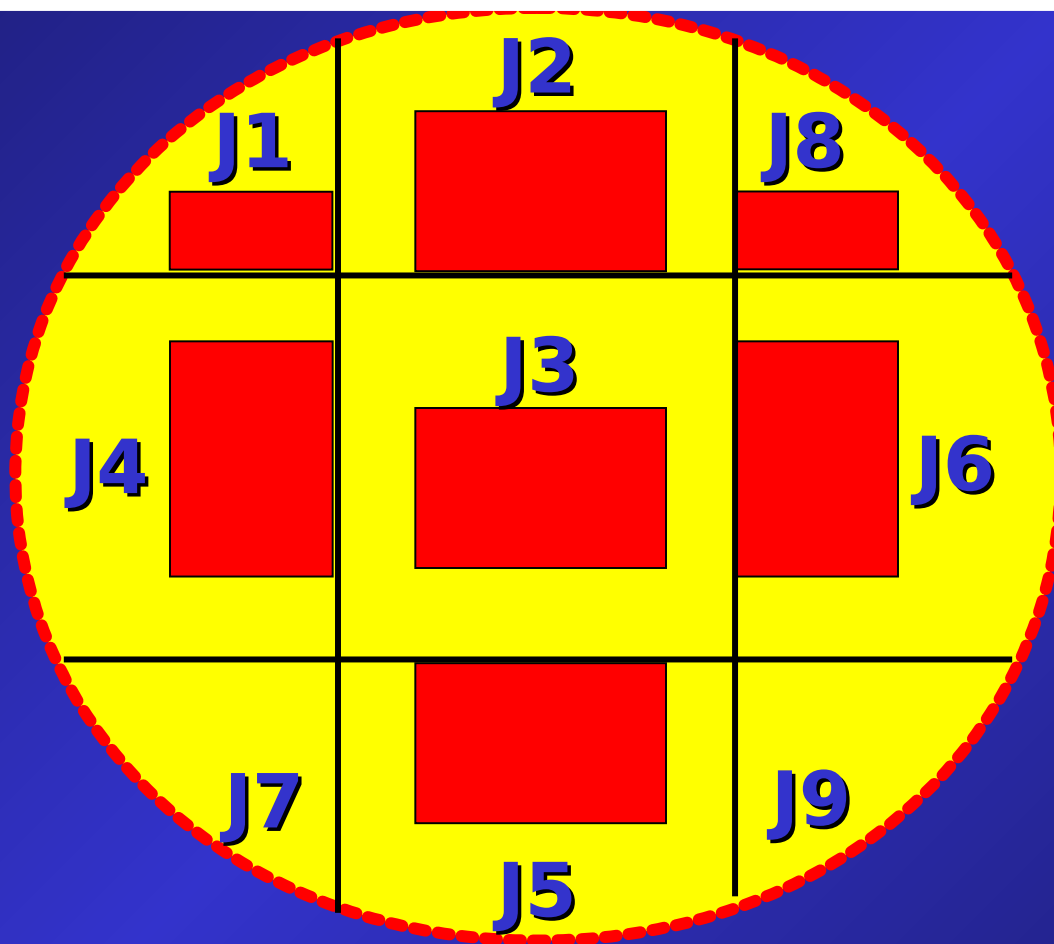
## ARTEMIS FORCE deployed



In  
Theater



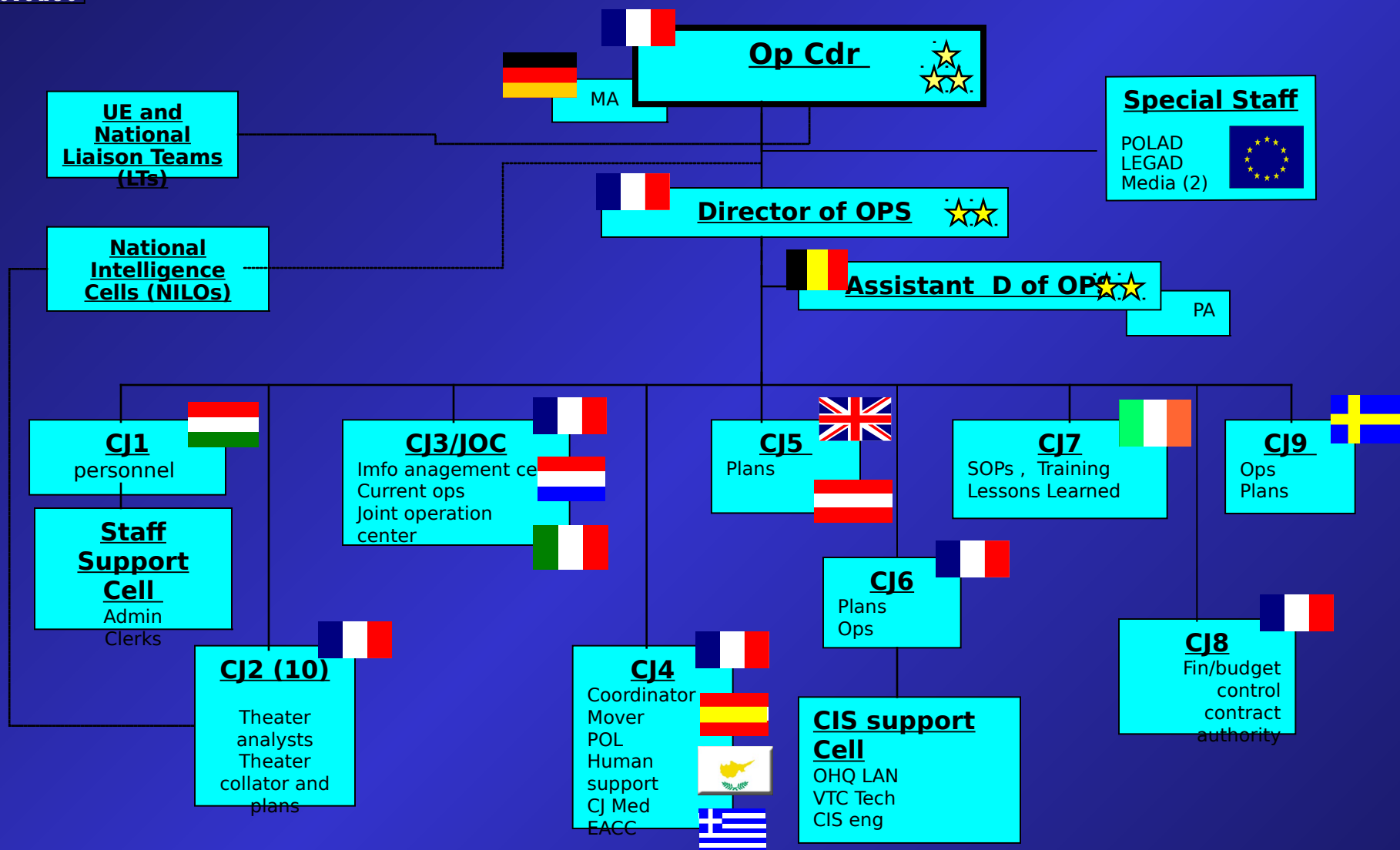
# HQ MULTINATIONALISATION MODEL



FRAMEWORK NATION

MN AUGMENTEES

# ARTEMIS OHQ STRUCTURE



**40% multinational**



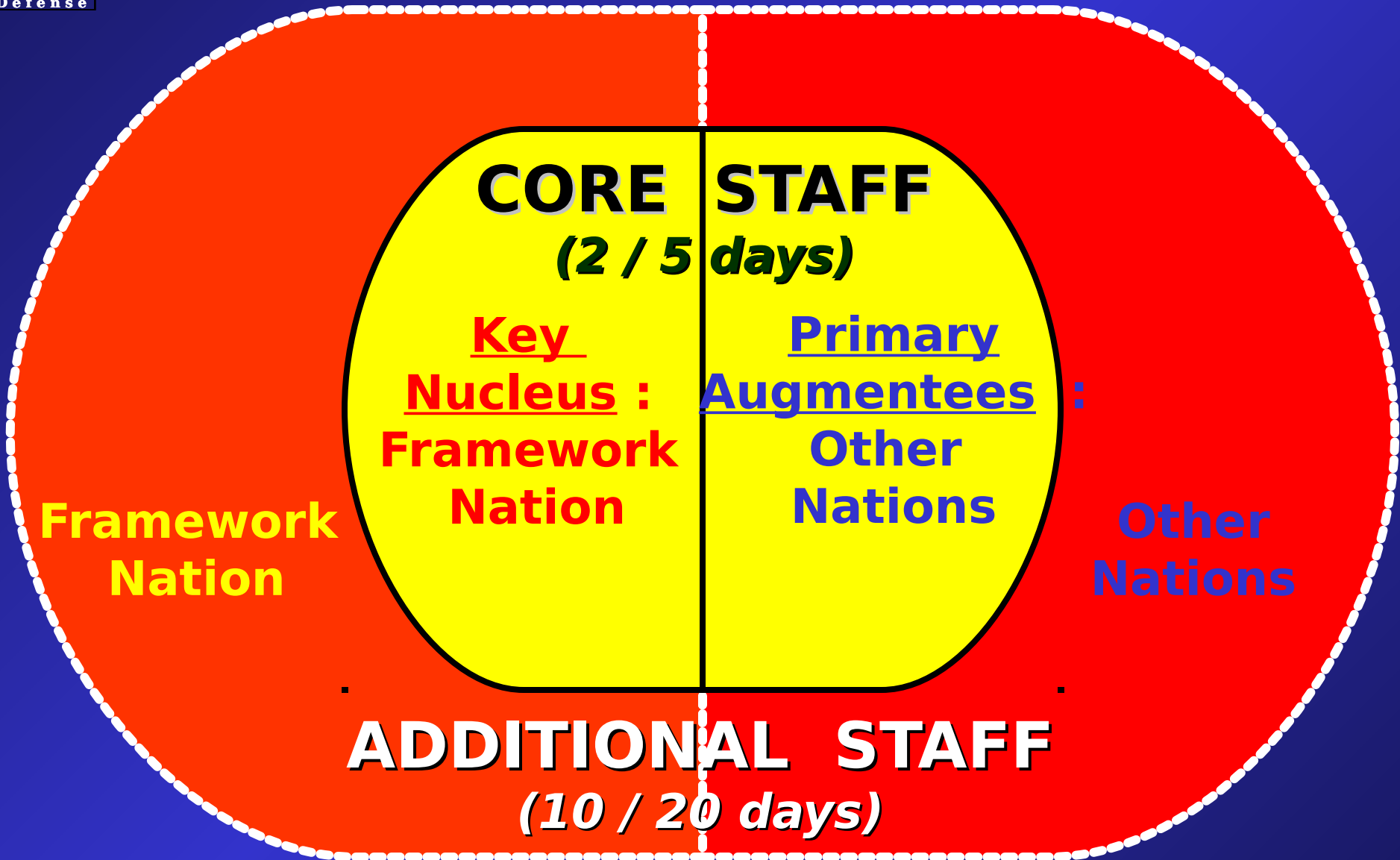
**It is more efficient for a coalition to manage an operation with a real multinational headquarters : even at military strategic level...**

**1 - FRAMEWORK NATION CONCEPT**

**2 - STRATEGIC HEADQUARTER  
MULTINATIONALISATION**

**3 - OHQ ACTIVATION PROCESS for RAPID RESPONSE  
OPS**

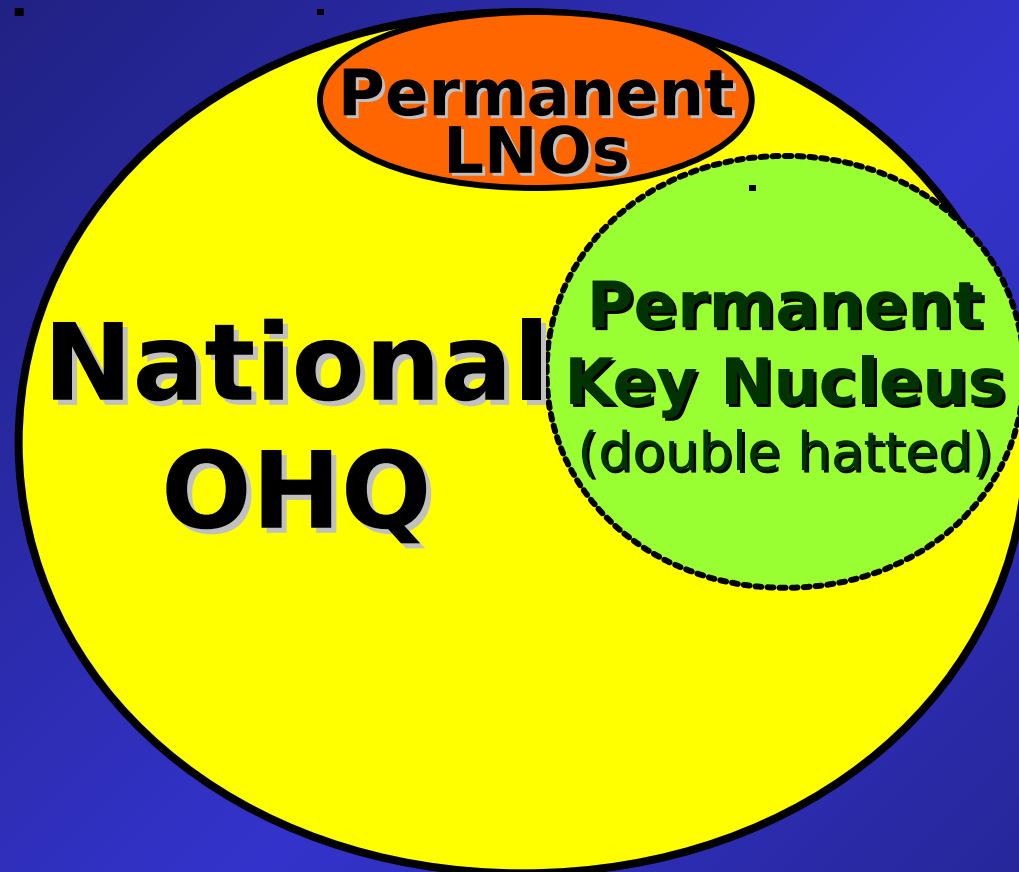
# Building up a MN OHQ : general mechanism



# Building up a MN OHQ : general mechanism

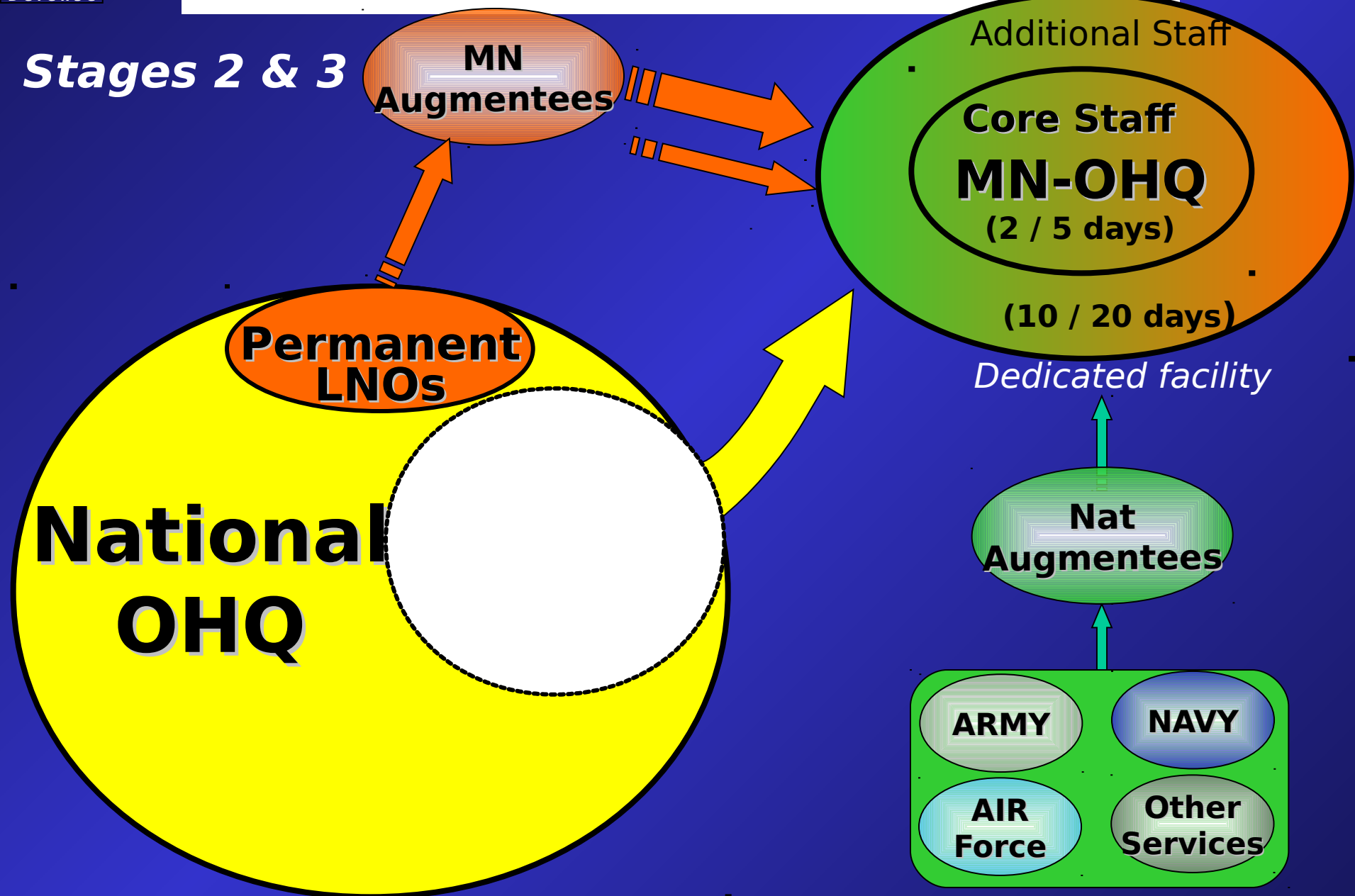


## Stage 1





# Building up a MN OHQ : general mechanism



# OHQ GENERIC MANNING and CAPABILITIES over the TIME

Manning

Complete Staff

Core Staff

Final Augmentees

Primary Multinational Augmentees

National Key Nucleus

D day

5 Days

20 Days

Time

IMD

CONCEPT of  
OPERATION

OPERATION  
PLAN



**An efficient multinational headquarters at military strategic level is possible to build up with a robust augmentees activation mechanism and a dedicated facility**

# ADVANTAGES



**Fits any  
operation**

**Flexible and mission  
tailored**

**Improves multinational  
support**



**Any questions ?**

**VA HEBRARD**  
***French Defence Staff***  
***Director of Operations***